

## APPENDIX: SIMULATION PROTOCOL

### SET PARAMETER VALUES:

$CM = 0.5$	<i>Selectivity (mean culture for founders &amp; recruits)</i>
$CS = 0.15$	<i>Culture dispersion for founders &amp; recruits</i>
$ER = 0.04$	<i>Random turnover</i>
$AR = 0.4$	<i>Selective attrition</i>
$N = 25$	<i>Number of organization members</i>
$a = 0.05$	<i>Cultural change</i>
$b = 0.075$	<i>Structural change</i>
$\alpha = 0.01$	<i>Incumbent-to-recruit influence decrease due to i-j tenure discrepancy</i>
$\beta = 0.02$	<i>Recruit-to-incumbent influence decrease due to i-j tenure discrepancy</i>
$maxt = 300$	<i>Total number of iterations</i>

### SET INITIAL CONDITIONS:

Initialize culture  $C_i$  for founding members  $i \in \{1, 2, 3, \dots, N\}$  according to Eq. [6]

Initialize tenure  $t_i$  for founding members  $i \in \{1, 2, 3, \dots, N\}$  as zero

Initialize influence network  $S_{ji}$  for founding dyads  $i, j \in \{1, 2, 3, \dots, N\}$   $i \neq j$  according to Eq. [7]

Compute mean culture,  $\bar{C}$

### BEGIN Loop Over Iterations (from 1 to maxt)

For all members  $i$ , compute  $\Delta C_i$  based on  $S$  and  $C$  according to Eq. [1]

For all dyads  $i-j$ ,

Compute  $\Delta S_{ji}$  based on  $C$ ,  $S$ , and  $\bar{C}$  according to Eq. [4]

Update  $S_{ji} = S_{ji} + \Delta S_{ji}$

For all members  $i$

Compute  $RD_i$  based on  $C_i$  and  $\bar{C}$  according to Eq. [5]

If  $-\log(U) < RD_i$ , then member  $i$  exits the organization

For all members  $i$  that exited, reinitialize  $C_i$  according to Eq. [6]

For all dyads  $i-j$  in which either  $i$  or  $j$  exited:

Reinitialize  $S_{ji}$  according to Eq. [7]

For all members  $i$  that did not exit:

Update  $C_i = C_i + \Delta C_i$

Update tenure  $t_i = t_i + 1$

Compute mean culture,  $\bar{C}$

### RETURN Loop Over Iterations

### RECORD OUTPUT:

Save final response value: mean over last 24 iterations for all (off-diagonal) elements of  $S$